

STRATEGIC PLAN
for
FORT STANWIX NATIONAL MONUMENT

FISCAL YEARS 2001 TO 2005
(October 1, 2000 – September 30, 2005)

Approved: Gary W. Warshefski, Superintendent, April 13, 2000

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I. INTRODUCTION

About This Plan

This is the Strategic Plan (SP) for Fort Stanwix National Monument, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. The plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under four general goal categories and broad mission goals (the "in perpetuity" goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-year period covered by this plan, October 1, 2000 through September 30, 2005 (federal fiscal years FY 2001 to FY 2005).

The content and organization of the SP relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at Fort Stanwix National Monument, 112 East Park St., Rome, New York, 13440. We welcome questions and comments, which should be addressed to the Superintendent at this address.

The Plan also contains a general section on "Strategies," on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External Factors" that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one year increments of each long-term goal. The Annual Performance Plan will be available by approximately January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do them.

Fort Stanwix National Monument

Fort Stanwix National Monument is located in Rome, New York, and is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other significant natural and cultural resources. The National Monument was established by an Act of Congress in 1935. However, it wasn't until the Nation's Bicentennial in 1976 that the first phase of Congressionally

authorized reconstruction was completed. Accurate fort reconstruction was based on extensive archeological and historical studies.

Containing approximately 16 acres of land, the monument preserves in perpetuity not only the reconstructed structures and recovered archeological remains, but the story of events that transpired at and around the site during the Colonial Period and the American Revolutionary War. Fort Stanwix was first built by the British in 1758, and rebuilt as Fort Schuyler by American forces in 1777. It protected the strategic Oneida Carrying Place and the upper Mohawk Valley of New York (additional information on the fort's significance is included in "Mission," below). This valuable part of America's heritage is available to approximately 50,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

Fort Stanwix National Monument is managed in partnership with the Oneida Indian Nation (in whose territory the British fort of 1758 was built) and other nations of the Iroquois, the Canadian government, the State of New York, Oneida County, and the cities of Rome, Utica and Oneida. The site is also managed in partnership with other historical attractions and organizations in the region.

A General Management Plan (GMP), setting forth the planned direction for the park during the next ten to fifteen years, is being completed during 2000. This Strategic Plan is consistent with the vision contained in the draft GMP. In addition, a collections management and educational center is being designed and built that will serve visitors to the fort, interpret the colonial and Revolutionary War periods within the Northern Frontier of New York, and provide an overview of the region's other rich cultural and natural resources.

Please see our park brochure in the Appendix to this plan for more information about Fort Stanwix National Monument.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of approximately 380 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. The plan was revised in 2000. A copy of the current plan is available for review at Fort Stanwix National Monument. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions,

resources, visitor services, and issues or needs. The local plans are generally a blend of national and local missions and goals.

The Government Performance and Results Act of 1993 (GPRA)

This Strategic Plan is written in part to fulfill the requirements of the Government Performance and Results Act (GPRA). Congress passed this law in 1993 to bring the federal government into the "performance management revolution." Performance management is a goal-driven management concept and practice already widely embraced by private industry and many local, state and national governments. GPRA requires federal agencies to develop 1) a **Strategic Plan**, 2) **Annual Performance Plans**, and 3) **Annual Performance Reports** in order to more effectively and efficiently manage their activities to achieve their missions, and to more effectively communicate with the Congress and the American people

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to **establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop**. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing?" In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and Fort Stanwix National Monument, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION: FORT STANWIX NATIONAL MONUMENT

The law creating Fort Stanwix National Monument in 1935 (Public Law 291-74) establishes the park, in part: "for preservation as a national monument for the benefit and inspiration of the people." The law further states: "that the administration, protection, and development of the . . . national monument shall be exercised under the direction of the Secretary of the Interior by the

National Park Service, subject to the provisions of the Act of August 25, 1916, entitled 'An Act to establish a National Park Service, and for other purposes,' as amended."

The mission statement of the National Park Service at Fort Stanwix National Monument grows from the park's legislated mandate and statements of legislative intent. It is a synthesis of our mandated purpose and the park's primary significance. The statement is written according to the requirements of the Government Performance and Results Act of 1993:

Mission Statement

The people of the United States established Fort Stanwix National Monument to interpret the significant national and global political, military and cultural events that occurred at the site, and to preserve related cultural resources. Fort Stanwix stands along the centuries old Oneida Carrying Place. This strategic portage through Iroquois Confederacy territory in upstate New York linked waterways between the Atlantic Ocean and the Great Lakes. The events that took place at the site include the development of, first, European Indian Affairs, and later, American Indian Affairs; the melding of diverse cultures; and the protection of the Oneida Carry and the Mohawk Valley during two world wars: the French and Indian and the American Revolutionary Wars. It was during the American Revolutionary War that British military forces were repulsed while attempting to besiege the fort, which directly contributed to the American victory at Saratoga.

Fort Stanwix National Monument is significant because it symbolizes the broader contest of nations for economic and political control of the Oneida Carrying Place (The Great Carry), the Mohawk Valley, the Northern Frontier, the homelands of the Iroquois Confederacy, and the rich resources of North America.

In particular, Fort Stanwix National Monument derives its primary significance because:

- During the American Revolution, the successful defense of Fort Stanwix (Fort Schuyler) and the Battle of Oriskany in 1777 undermined British strategy and helped to win European allies for the United States. Fort Stanwix and Oriskany are battles of great importance in American history—a turning point of the American Revolutionary War.
- The combatants involved in the fighting at and around Fort Stanwix illustrate the human complexities of the American Revolution and provide a variety of personal perspectives on historical events.
- Beginning with the earliest contacts at The Great Carry, continuing through the influential years of Sir William Johnson, and culminating in the Treaties of 1790 negotiated at Fort

Stanwix, a controversial pattern of European/American-Indian relations evolved and was applied on a national level.

- The monument preserves and interprets the historical record of critical events related to the settlement of the Northern Frontier and the development of both the colonies and the United States.
- Fort Stanwix reflects 18th century military architecture, building materials, and armaments, and provided a place to study strategy and tactics.
- Daily life in an isolated outpost like Fort Stanwix, particularly in wartime, was harsh even by 18th century standards, and is a testament to sacrifices our forefathers and mothers made for us today.
- The recreation of Fort Stanwix illustrates changing attitudes about land use, and changing cultural life ways are reflected in the site's extensive archeological collections.

III. STRATEGIES: ACCOMPLISHING GOALS

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These should give our staff, partners, stakeholders, and the public a better understanding of what we are trying to accomplish and how we plan to do it.

Organization

Superintendent Gary W. Warshefski manages Fort Stanwix National Monument. Park staff are organized into four operating divisions: Resource Management, Visitor Services, Maintenance, and Administration. Staff expertise and specialties include four permanent park rangers, two maintenance staff, a curator, a park guard and two administrative staff. Several seasonal (temporary) park rangers and maintenance staff are hired each year to assist core staff. A dedicated cadre of volunteers provides over 18,000 hours of work annually supporting park programs and activities.

Our staff may be supplemented and/or supported, as needed, by assistance or expertise from various other NPS parks, central offices, or partner organizations. *For example*, staff from the National Park Service's *Boston* Support Office work with us on request to assess and improve our interpretive programming for Goal IIb1. The support office and the NPS Denver Service Center are assisting us in constructing a new collections management and educational center to help ensure we have satisfactory facilities to achieve Goals Ia6 and IIa1, among others. Archeologists at our Northeast Cultural Resources Center and the Regional Ethnographer are helping us to inventory and evaluate our archeological and ethnographic resources for Goals Ib2A and Ib2E to obtain better data with which to make informed resources management decisions. The New York State School of Environmental Science and Forestry at Syracuse University and several other cooperators or contractors are providing planning assistance to the park. In addition to helping accomplish education and visitor service goals through literature sales and donation, our cooperating association, Eastern National, provides sales clerks at our visitor center and assists in operating the center. Cooperative agreements for mutual support and assistance are also being planned with the Oneida Indian Nation and other Indian tribes, the State of New York, and local colleges and universities, among others.

Facilities

Park facilities for accomplishing our goals include the reconstructed fort and surrounding lands; a visitor center with exhibits, AV auditorium, and cooperating association store; approximately 2 miles of trails; auxiliary maintenance facilities; a museum; and a collections storage area. The Rome Chamber of Commerce, the City of Rome School District, and the Rome Historical Society have generously provided the park with space to hold park and general public planning meetings during the last several years.

Financial Resources

Financial resources available to achieve the park's goals include an annual base operating budget of approximately \$720,000 which funds a work force of eleven permanent positions and several seasonal positions. This work force will be supplemented annually by over 18,000 hours of Volunteers-in-Parks (VIP) service. In addition, special project and program funds are occasionally received from National Park Service regional and Washington offices. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize goals and the work to accomplish them, all funding and staffing sources, and major alternative sources of support and work, have been estimated and included in developing our plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assume no major increases in funding. When increases in appropriations become known or likely, we will take them into account in our planning. When other funding sources (donations, fee revenues, etc.) can be "reasonably assured", they too will be taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather, it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission. Where targets are low, additional budget discussions might be generated; but this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless resources that are in our care if we did not duly note that we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

The 1997 and 2001 strategic plans for Fort Stanwix National Monument were developed using the NPS 8-step process to arrive at our mission statement, mission goals, and long-term goals. This current strategic plan has changed considerably from our fledgling efforts in 1997. This is an evolving process. Certainly, significant changes in our strategic planning become necessary because of general management planning activities and attendant public input and review processes. It is incumbent on us to conform this strategic plan as much as possible to the long-term vision and direction for the park as set forth in the park's general management plan.

The strategic plan will be reviewed annually and potential minor adjustments made based on annual goal achievement each year. Annual accountability reviews are also conducted each year.

that can affect goals or targets because of process improvements or re-engineering. It is necessary to maintain conformance with changing operational conditions such as new mandates, developing partnerships, and either constrained or enhanced budgets and initiatives. We will assess what we actually accomplish in an Annual Performance Report to be done at the end of each fiscal year.

This Strategic Plan will also need to be reviewed and revised at least every three years as required by the GPRA. However, as the performance management process is better understood and becomes more routine, it is hoped that strategic and operational planning will become easier, better and less costly. We expect that fewer reviews and revisions of the Strategic Plan will be necessary in the future as this planning process evolves.

IV. KEY EXTERNAL FACTORS

These are factors that are generally outside of our control that can positively or negatively affect goal achievement. For example, as mentioned, Fort Stanwix National Monument is going through the process of developing and implementing a General Management Plan (GMP) to guide park operations for a period of ten to fifteen years into the future. The GMP, begun in 1998, is being completed in 2000. With GMP completion, GPRA planning (strategic and annual performance planning) will need to be brought into conformance with the directions set forth in the GMP. Future revisions of the Strategic Plan will need to take into consideration such things as new partnerships, Oriskany Battlefield status, new collections management and educational center planning, park expansion due to road realignments, and possible acquisition of surplus military buildings. Revisions will also need to address various heritage and recreational initiatives in Central New York State, including the Northern Frontier Study and the North Country Trail. The park Resources Management Plan, which is key to programming annual project budget requests for treatment and preservation of park structures and museum collections, and for selected interpretive programming, will also need to be revised, as necessary.

Each fiscal year's Annual Performance Plan for Fort Stanwix National Monument is predicated on assuming that the park's annual operating budget will generally remain flat, and authorized Full-Time Equivalencies (FTE) will not increase. In some years, the base funds available to the monument may actually decrease because funds may be removed from the park base budget to fund special service-wide or region-wide initiatives.

V. GOALS

A. NPS Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories and broad, "in perpetuity" mission goals that state ideal future conditions. These mission goals encompass all we do. A brief explanation about each one follows (please see the NPS Strategic Plan for more details on National Park Service-wide mission goals).

Goal Category I: Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural contexts that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib focuses on obtaining and using scholarly and scientific knowledge about visitors and resources to make better informed management decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II: Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, roads and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country's heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of the park and its resources for this and future generations.

Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural, cultural and recreational resources. These goals are not applicable to Fort Stanwix National Monument and are therefore not included in this strategic plan.

Goal Category IV: Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS. Goals in this category focus on governmental processes rather than results. They measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

B. Fort Stanwix National Monument Long-Term Goals

Long-term goals are examples of how we at Fort Stanwix National Monument will make progress toward the mission goals listed above; how we will contribute to nationwide NPS goals during the period of this Plan. Park long-term goals, developed for each Strategic Plan period, move us toward accomplishing mission goals. Administrative support to accomplish our preservation mission and goals, including human resources management, is included in our goals (derived primarily from the National Park Service's Category IV goals).

Each year, by January 1st, we will produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. Annual goals in each year's Annual Performance Plan are the current fiscal year's increments toward achieving long-term goals. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can "roll up nationally" into NPS accomplishments. Goal numbers may not be consecutive -- where numbers are left out, an NPS goal does not apply to Fort Stanwix National Monument (i.e., there was no local goal matching the NPS goal). Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.*

Below are Fort Stanwix National Monument's strategic goals for Fiscal Years 2001 to 2005.

Goal Category I: Preserve Park Resources

Mission Goal Ia: Natural and cultural resources and associated values at Fort Stanwix National Monument are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Long-term goals related to this mission goal include the protection, restoration or maintenance of natural resources and systems, archeological and ethnographic resources, historic structures and objects, research collections, and cultural traditions relevant to the purpose and/or significance of the fort. Long-term goals that deal with threats to cultural resources also relate to this mission goal, as do goals that seek cooperation with neighboring land managers.

Fort Stanwix National Monument is a reconstructed Revolutionary War fortification made primarily of wood, earth, sod and concrete (substructure). The fort, its fortification features, and its grounds occupy approximately 16 acres of land in downtown Rome, New York.

It is imperative that fort buildings and structures be continually protected, preserved and maintained for visitor safety, appreciation and enjoyment. In addition, the fort's archeological and living history collections and exhibits are integral to the site and must be protected and preserved.

The park strategy for resources preservation is to manage and maintain the entire fort property as an historic resource true to the period. The following mission and long-term goals reflect this.

Ia3 Air Quality – By September 30, 2005, air quality at Fort Stanwix National Monument has remained stable or improved.

The park is planning on establishing an air quality and meteorological station to measure air quality and climatic data in the region in order to ascertain the effects of these variables upon local resources. This project is tied to a national initiative and is contingent upon acquiring the necessary funds, equipment and training to carry it out. In the interim, the park resources manager will determine alternative sources of data collection in the region and acquire information and reports.

Ia5 Historic Structures – By September 30, 2005, 19 (86%) of Fort Stanwix National Monument's 22 historic structures listed on the 1999 List of Classified Structures are in good condition.

The park has a total of 22 structures on the List of Classified Structures (LCS), the NPS official inventory and database of important historic structures, their features and their conditions. Sixteen of those structures were determined to be in good condition in 1998 (i.e. requiring only routine or cyclic/preventive maintenance, but no major repair or rehabilitation). Having sixteen structures in good condition resulted from work in 1997 to restore the parade ground to proper grade, and work in 1998 to replace rotten log walls in the North Casemate.

The park's Facility Manager completed work in 1999 to bring the total structures in good condition to 18. This work included the replacement of hazardous gun platforms in all 4 fort bastions. The goal of work done in Fiscal Year 2000 is to maintain the existing condition levels for the 18 historic structures; however, the condition of the remaining structures will not likely improve. Work planned during Fiscal Year 2001 will also include routine maintenance to keep the majority of the fort's structures in good condition (for example, continuing repairs to fort walls and the maintenance building). Our target is to try to have 19 structures in good condition during 2001 or shortly thereafter.

Additional emergency stabilization work is planned to install several drains under trails around the fort. Design work will continue to be done to prepare for future tunnel repairs. However, future work to bring the remaining fort structures up to good condition is dependent upon receiving annual special project funding for this purpose.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, and completion reports. The condition of the park's historic structures is reported yearly to the Regional Historic Architect in charge of the LCS.

la6 Preservation and Protection of Museum Collections – By September 30, 2005, 26% (32 of 125) of preservation and protection standards for park museum collections are met.

21 of 127 preservation and protection standards for museum collections were met by the park in 1996. This has improved to 30 of 125 (24%) applicable standards by 1999, and the park intends to maintain this level of accomplishment until new collections storage and exhibit facilities can be obtained. Attempts will be made before 2005 to raise the level of accomplishment a few percentage points. Preservation and protection standards cover the environmental, security, and fire protection conditions necessary to preserve and protect museum objects. We are also maintaining the Automated National Catalog System Plus (ANCS+) computer database and completing required, annual ANCS+ reports, including the annual "Checklist for Preservation and Protection of Museum Collections" from which data are obtained to report on this goal.

Measuring goal achievement and verification of measures will be done by conducting annual collections and exhibit area inspections, and through completion of the annual "Checklist for Preservation and Protection of Museum Collections" and other required, annual collections management reports.

la7 Cultural Landscapes Condition -- By September 30, 2005, the park's single cultural landscape on the 1999 Cultural Landscapes Inventory with condition information is in good condition.

A Cultural Landscape Report was completed for the park in 2000. It identifies the fort and its grounds as a landscape in good condition (no immediate corrective action is needed to maintain it). The park intends to maintain this status quo. The landscape has been entered into the NPS Cultural Landscape Inventory (CLI)

computer database. The CLI is a NPS database describing all park landscapes having historical significance.

Measuring goal achievement and verification of measures will be done by conducting ongoing, documented, maintenance inspections of the fort and grounds.

la8 Archeological Sites Condition -- By September 30, 2005, all 2 (100%) of the recorded park archeological sites with condition assessments are in good condition.

An Archeological Overview and Assessment was completed for Fort Stanwix National Monument in 1999. Based on this report, the Regional Archeologist has determined that two sites exist for the fort: archeological remains associated with the fort, and archeological remains associated with the City of Rome, New York. These sites are in good condition (meaning that they are stable and their values are not threatened), and will continue to be maintained at this condition level. Information about these resources has been entered into the NPS Archeological Sites Management Information System (ASMIS) database.

Measuring goal achievement and verification of measures will be done by conducting ongoing, documented inspections of fort archeological resources.

Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goals that research park resources, either in the field or through documentary sources, and goals that link research data to decision making, are supported by this mission goal. The National Park Service has fundamental information needs for making decisions about managing natural and cultural resources within parks. We use scholarly and scientific research and consultation with park-associated communities to meet this goal. Long-term goals related to Mission Goal Ib represent our effort to understand the natural and cultural resources within the park.

Although there may be a future need to acquire definitive information about the few natural resources associated with Fort Stanwix National Monument, there is no immediate need to complete all needed research. This is practical primarily because available NPS funding for studies is currently being allocated to parks with numerous and diverse natural resources (flora, fauna, water, geology, etc.). However, we do have plans to complete a computer-based park geographic information system for both cultural and natural resources management purposes. There is also a need to establish an air quality and meteorological monitoring station at the park and to develop a program for managing various pests negatively affecting our museum collections and fort structures. We will continue to seek funding for these initiatives.

Our primary focus will be on our significant park cultural resources. Service-wide Goal Ib2 focuses on establishing and maintaining baseline inventory and evaluation data for each category of cultural resource associated with the park. We plan on making progress in obtaining and keeping current information about our archeological sites, cultural landscapes, historic structures, museum objects and ethnographic resources as opportunities present themselves. We want to assure that management decisions about park cultural resources and their use are based on adequate scholarly and scientific information.

A variety of cultural resources exist at the fort. These include reconstructed fort structures, museum collections, archeological sites of the fort period, and remains of early Rome, New York. Included in the latter category are building foundations and vestiges of canals that were built nearby the fort ruins (the Black River Canal and the Erie Canal). Prehistoric archeological sites may also exist on site (some artifacts were found during the excavations to reconstruct the fort). Not all of the fort grounds were surveyed for archeological resources prior to the demolition of existing structures and the reconstruction of the fort. The grounds need to be surveyed and any identified resources evaluated and documented.

In addition, the Oneida Indian Nation has close ties to Fort Stanwix and Oriskany Battlefield. The fort was built in their territory. Their affiliations, and those of other Iroquois and western Indian peoples, with both the fort and Oriskany Battlefield, need to be identified through ethnographic study. Affiliations of other ethnic groups with these sites also need to be determined (for example, Palatine Germans).

We have the following research goals:

Ib2A Archeological Sites Inventoried and Evaluated -- By September 30, 2005, the number of archeological sites inventoried, evaluated and listed in the Archeological Sites Management Information System (ASMIS) for Fort Stanwix National Monument is kept constant at two (2).

An Archeological Overview and Assessment was completed for Fort Stanwix National Monument in 1999. Based on this report, the Regional Archeologist has determined that two sites currently exist for the fort: archeological remains associated with the fort, and archeological remains associated with the City of Rome, New York. These two sites were listed in the ASMIS during Fiscal Year 2000. We have plans to conduct additional archeological survey of fort grounds when project monies become available. The survey project should be preceded by in-depth historical research and development of the park's geographic information system. The geographic information system will map the distribution of known archeological resource locations, model historical land uses, and identify areas with potential for containing significant resources. It is expected that other significant archeological resources will be identified during future archeological survey of the fort property. These will then be accounted for under this goal (and also Goal Ia8).

Measuring goal achievement and verification of measures will be done by continuing close coordination with the Regional Archeologist on development of the park's ASMIS.

Ib2B Cultural Landscapes Inventoried and Evaluated -- By September 30, 2005, the number of park cultural landscapes inventoried, evaluated and entered on the NPS Cultural Landscapes Inventory (CLI) at Level II is held constant at one (1).

A Cultural Landscape Report was completed for the park in 2000. It identifies the fort and its grounds as a cultural landscape. The fort landscape has been entered into the NPS Cultural Landscape Inventory (CLI) computer database. The CLI contains information on the location, historical development and current management of the fort cultural landscape. At present, no additional efforts are needed in regard to this goal.

Measuring goal achievement and verification of measures will be done by continuing close coordination with the Regional Cultural Landscape Architect on development of the park's CLI.

Ib2C Historic Structures Information (LCS) is Updated – By September 30, 2005, all 22 (100%) of the park's historic structures have updated information in their LCS Records.

The park's List of Classified Structures report was updated in July 1996. The content of the report, especially condition information, is updated yearly to the Regional Historic Architect. It is expected that data will continue to be updated in this fashion throughout the strategic plan period.

Measuring goal achievement and verification of measures will be done by annually checking the currency of LCS data and continuing close coordination with the Regional Historic Architect.

Ib2D Museum Objects Cataloged – By September 30, 2005, the number of Fort Stanwix National Monument museum objects cataloged into the NPS Automated National Catalog System (ANCS+) and submitted to the National Catalog is held constant at a count of 255,400.

The park is not planning to catalog museum objects in FY 2001 or subsequent fiscal years. The park does complete and submit, however, required annual collection management reports.

Measuring goal achievement and verification of measures will be done when cataloging is resumed. The status of the museum collection is reported to the NPS Washington Office annually in a required "Collection Management Report" for the park.

Ib2E Ethnographic Resources Inventoried – By September 30, 2005, the number of Fort Stanwix National Monument's ethnographic resources inventoried, evaluated, and entered on the National Park Service's Ethnographic Resources Inventory (ERI) is held constant at one (1).

The first phase of ongoing ethnographic studies for the park and Oriskany Battlefield State Historic Site was completed in 1998. Fort Stanwix National Monument was identified as an ethnographic resource important to Native Americans. The site was counted as being entered into the ERI database in 1999. Oriskany Battlefield will be added to the inventory if and when the National Park Service acquires some form of management responsibility for the site. Additional ethnographic field work is underway during the year 2000 that may or may not add additional ethnographic resources to the park inventory.

Measuring goal achievement and verification of measures will be done by tracking the results of a second ethnographic study being done in the year 2000, and by continuing close coordination with the Regional Ethnographer.

Ib2F Current Historical Research – By September 30, 2005, Fort Stanwix National Monument's Historic Resource Study (HRS) and Administrative History are completed to professional standards, current (approved since 1980), and entered in CRBIB.

The fort does not have a formal Administrative History. A brief history was produced by the park's second superintendent, but a more detailed administrative history is required for the park. A park history was done in 1976 prior to the fort's reconstruction; however, the park does not have a current Historic Resource Study. Requests for completing these studies have been submitted. The HRS identifies and evaluates a park's cultural resources within historic contexts. An Administrative History summarizes the history of park establishment and ongoing management. The Cultural Resources Bibliography (CRBIB) is the NPS listing of completed studies.

Measuring goal achievement and verification of measures will be done by establishing and maintaining close coordination with the Regional Historian to begin and complete the required studies.

Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Enjoyment of the park and its resources is a fundamental part of the visitor experience. Visitor enjoyment and safety are affected by the quality of park facilities and services, whether provided by the National Park Service, a concession, or a contractor. Recreational opportunities are appropriate if they are consistent with the park's purpose and management and are not harmful to resources or park visitors.

Using available funding and historical, ethnographic and planning documents the goals within Goal IIa will be achieved by the park. Park staff, contractors and neighbors will work together to

plan, fabricate, install and present safe and effective facilities, recreational opportunities, and services for park users to enjoy and learn from. Park staff and volunteers will also provide orientational, educational, reimbursement and donation collection, and protection services for park users through on-site visits, off-site programs, and visits to the park's internet home page.

The park users in return will join park staff in protecting and preserving the park's resources for the enjoyment of future generations.

Park goals to protect, restore, maintain and manage park resources (see Ia Goals) are inextricably related to Goals IIa and IIb. The following long-term goals relate directly to the visitor's park experience and represent the National Park Service's effort to provide for the enjoyment of park resources.

IIa1 Visitor Satisfaction – By September 30, 2005, 95% of Fort Stanwix National Monument's visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

While many factors affect visitor use and enjoyment, this goal focuses on the facilities, services, and recreational opportunities that parks provide for visitor use, comfort, and enjoyment.

In Fiscal Year 1999 two meetings were held at the park to develop the park's Long Range Interpretive Plan (LRIP). This plan will be completed in Fiscal Year 2000 after the park's General Management Plan is completed. The Long Range Interpretive Plan will then be incorporated into the park's Comprehensive Interpretive Plan (CIP). Together these plans will guide the development of the park's interpretive and educational programs for the next 5 to 7 years.

Beginning in Fiscal Year 1998 the park began developing a website. This website will be expanded in Fiscal Year 2000 to be comprehensive and useful for people studying or obtaining information before visiting the park.

Visitor satisfaction surveys were completed in Fiscal Years 1998, 1999 and 2000 to ascertain public views on accomplishments and areas for improvement. In 1998, 94% of park visitors were satisfied with park facilities, services, and recreational opportunities. In 1999, the percentage of visitors satisfied rose to 99%. In 2000 the park is seeking to maintain the 99% satisfaction rating. The park will continue to strive to maintain the satisfaction rating in the 95 to 99% range during subsequent years.

Measuring goal achievement and verification of measures will be done by project tracking and status reporting. A formal visitor survey will again be completed in Fiscal Year 2001 and later years covered by the strategic plan. Annual visitor survey results are used by park staff to improve visitor services.

IIa2 Visitor Safety – By September 30, 2005, the visitor accident/incident rate will be at or below 2.49 per 100,000 visitor days [a 16% decrease from the FY 1992 – FY 1996 baseline of 2.96 per 100,000 visitor days].

This goal reports on the fiscal year rate of incidents involving non-NPS personnel that result in serious injury, illness or death.

The park rate of serious visitor accidents or incidents per 100,000 visitor days, five year [Fiscal Years 1992 to 1996] average, is 2.96. No serious accidents or incidents occurred in Fiscal Years 1998, 1999 or 2000. The park expects to lower the rate incrementally during the period covered by the strategic plan. It is understood, however, that at smaller parks the yearly rate may be dramatically affected by a single reportable accident or illness.

The purpose of this goal is to continually improve the safety and security of park visitors through identifying and correcting or mitigating potential sources of injury and property damage, evaluating and maintaining park facilities, and other similar measures.

Measuring goal achievement and verification of measures will be done by tracking and reporting accidents or incidents should they occur, taking and recording immediate corrective action, and annually calculating and reporting the accident/incident rate.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

This goal outlines all park effort to provide visitors with personal service information, orientation, interpretation, and education. Visitor's park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. Long-term goals related to learning and understanding park and resource purpose and significance relate to this mission goal.

Using available funding, training, and historical, ethnographic and planning documents, the goals within IIb are achieved. Park staff, contractors and neighbors will work together to plan and present effective interpretive and educational programs for park users to enjoy and learn from. Staff will use training received to ensure park users understand and appreciate the significance of the park. Through this process park users in return will join park staff in protecting and preserving the park's resources for the enjoyment of future generations.

Park goals to protect, restore, maintain and manage park resources (see Ia Goals) are inextricably related to Goals IIa and IIb.

IIb1 Visitor Understanding and Appreciation – By September 30, 2005, 90% of park visitors understand and appreciate the significance of Fort Stanwix National Monument.

This goal measures visitor's grasp of a park's significance. Understanding and appreciation increases as visitors enjoy the park and its resources and learn about why the park was established and why its resources are significant. All park efforts to provide information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park.

Beginning in Fiscal Year 1997 park staff have attended and provided training to improve their skills in presenting effective interpretive and educational programs. This training will be continued into coming fiscal years, and with the direction provided in the park's LRIP and CIP, park programs will have better organization and focus.

Surveys of visitor understanding were completed in Fiscal Years 1998 and 1999 to ascertain public understanding and appreciation of the park and its programs, and identify potential areas for improvement. In 1998, 97% of park visitors understood and appreciated the park and its programs. In 1999 this figure declined to 84% as sampling of visitor opinions improved. The park seeks to increase this figure to 86% in Fiscal Year 2000. The long-term goal is to gradually increase visitor understanding and appreciation to 90% during following fiscal years.

Measuring goal achievement and verification of measures will be done by project tracking and status reporting. A formal visitor survey will again be completed in Fiscal Years 2000 and subsequent years covered by this strategic plan.

IIb1X Educational Programs – By September 30, 2005, 80% of all 4th grade students participating in Fort Stanwix National Monument's formal educational programs understand America's cultural and natural heritage as preserved by the National Park Service and its Programs

This goal seeks to measure the gain in understanding of students participating in the wide variety of educational programs offered by Fort Stanwix National Monument, especially those that are curriculum-based (e.g., Parks as Classrooms). Such programs usually include pre-visit and post visit materials, address different learning styles, include an evaluation mechanism and provide learning experiences linked directly to clear objectives.

The baseline figure for this goal for Fort Stanwix National Monument will be established during Fiscal Year 2000.

The means for measuring goal achievement and verification of measures will be through the use of multiple choice, after program, "pop" quiz's. The identity of the students, schools, visitation dates, and rangers will be protected.

Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

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The desired outcome for this goal is strengthening and preserving natural and cultural resources and enhancing recreational opportunities managed by partners.

There are no applicable park-specific goals for Goal Category III this fiscal year.

Goal Category IV: Ensure Organizational Effectiveness

The goals in Category IV support the overall National Park Service Mission. They represent ways that the National Park Service has chosen to better accomplish its mission. This category generally relates to efficient and effective governmental processes rather than to the results of those processes. These goals measure workplace standards such as diversity and competency levels, as well as program efficiencies, such as accuracy of construction cost estimates.

For budget formulation purposes, the dollars and staff positions associated with service-wide Category IV Goals are attributed to the appropriate mission and long-term goals contained in service-wide Goal Categories I and II.

Mission Goal IVa: The National Park Service uses current management practices, systems and technologies to accomplish the National Park Service mission.

To become more responsive, efficient, and accountable, the National Park Service is integrating its planning, management, accounting, reporting, and other information resource systems. Improvements in the areas of workforce diversity, employee safety, and employee performance standards will also help the National Park Service accomplish its mission. Long-term goals pertaining to organizational responsiveness, efficiency, and accountability are related to this mission goal. Only selected goals that are applicable to Fort Stanwix National Monument are presented here.

IVa3A Employee Performance – By September 30, 2005, 100% of Fort Stanwix National Monument employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Every permanent, term and temporary (seasonal) NPS employee has a required employee performance plan and results report. This goal directly ties individual performance goals to organizational outcomes. This goal implements the NPS Strategic Plan by connecting individual performance to organizational success.

All permanent employees at Fort Stanwix National Monument have had their performance standards (critical results) linked to the park's GPRA Annual Performance Plan for Fiscal Year 2000. This status is expected to continue in Fiscal Year 2001 at which time, any term and temporary (seasonal) employees will also have their performance standards (critical results) linked to the park's GPRA Annual Performance Plan.

Measuring goal achievement and verification of measures will usually be done semi-annually by checking with supervisors on their progress in conducting performance evaluations for their staffs. Progress will be reported annually in the NPS Performance Management Data System (PMDS) computerized database. Achievement of this objective is certified in writing by the Superintendent to the Regional Director, upon request.

IVa4 Workforce Diversity:

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, they are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which they are hired. The National Park Service is committed to increasing diversity in its workforce. We will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupational series where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

IVa4A Workforce Diversity – Underrepresented Groups in Permanent Workforce -- By September 30, 2005, the number of Fort Stanwix National Monument permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is maintained at the FY 1999 level of one (1).

Unless there is turnover in existing permanent park staff, the park will not be improving on its current record of representation of underrepresented groups in the targeted occupational series (e.g., park management, archeology, exhibits specialist, historian, general biological science, museum curator, and facility management).

The last opportunity the park had to fill vacant permanent positions was in the three year period from FY 1995 to FY 1997, when four positions were filled. During that period, the park enthusiastically participated in the Service's need to down size central and regional offices and filled two of the four vacancies with displaced employees. However, none of the vacancies for targeted positions were filled by members of underrepresented groups. Because of our rather stagnant hiring situation within the most recent past, we will be maintaining the FY 1999 level of accomplishment for this goal--one permanent employee from an underrepresented group occupying a targeted position. The park's long-term goal is to improve this hiring record.

Measuring goal achievement and verification of measures will be done by park staff as permanent hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

IVa4B Workforce Diversity -- Women and Minorities in Temporary and Seasonal Workforce – By September 30, 2005, the total number of Fort Stanwix National Monument temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of six (6).

Over the most recent five year period (FY 1995 – FY 1999) the park had the opportunity to fill temporary/seasonal positions with women in the visitor services division and, starting in FY 1997, in the facility management division. In FY 1999, we received substantial increases in fee and project moneys and were consequently able to fill fourteen (14) positions, six (6) of which were filled by women. We look optimistically to the FY 2001 and subsequent annual budgets to maintain filling at least six positions with women and minorities.

Measuring goal achievement and verification of measures will be done by park staff as hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

IVa4C Workforce Diversity – Individuals with Disabilities in the Permanent Workforce – By September 30, 2005, the total number of Fort Stanwix National Monument permanent positions filled by employees with disabilities is maintained at the FY 1999 level of zero (0).

Unless there is turnover in existing permanent park staff, the park will not be in a position to try to recruit a person with disabilities to fill a park position. The park has not previously filled any permanent positions with individuals with disabilities.

Measuring goal achievement and verification of measures will be done by park staff as permanent hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

IVa4D Workforce Diversity -- Individuals with Disabilities in the Temporary and Seasonal Workforce—By September 30, 2005, the total number of Fort Stanwix National Monument temporary/seasonal positions annually filled by employees with disabilities is maintained at the FY 1999 level of zero (0).

During the FY 1999 temporary/seasonal hiring period, we had our first (to our knowledge) disabled applicant. We received his application with the other applicants and pursued him as a potential appointment. During the application/consideration process, we were approached by his "job coach" for a tour of the facility and a review of the job duties and responsibilities. Unfortunately for both the park and the individual, this did not result in a position being filled an individual with disabilities. However, it was an eye opening experience for the park, as it introduced us to a previously overlooked source of hiring for individuals with disabilities. If we are in a financial position in FY 2001 or subsequent years that provides the opportunity, we will be contacting the source, among others, for possible personnel recruitment. If we are not in a favorable financial position, we will most likely maintain the total number of temporary/seasonal positions annually filled by employees with disabilities at the FY 1999 level of zero (0).

Measuring goal achievement and verification of measures will be done by park staff as hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

IVa6A Employee Safety: Lost Time Injury Rate – By September 30, 2005, the number of Fort Stanwix National Monument employee lost-time injuries is maintained at or below the (FY 1992 – FY 1996) five-year annual average of 2.78.

Results expected for this goal will reduce the employee lost-time injury rate (the rate of injuries resulting in employee lost time due to on-the-job injuries or illnesses).

The National Park Service has the worst safety record in the Department of Interior and one of the worst in the Federal Government. Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). The Occupational Safety and Health Administration's FY 1995 annual average for federal employee accidents (number of lost-time accidents per 100 employees) was 2.83. The National Park Service's annual

average for the same period was 6.46. Unsafe work practices account for approximately 90% of NPS employee accidents.

The 5-Year average lost time injury rate for Fort Stanwix National Monument is 2.78. There were no employee lost time injuries in 1998. However, one lost time injury in 1999 resulted in an injury rate of 6.81. The park's goal for FY 2001 and subsequent years is to have no lost time injuries. One or more such injuries during any one year will result in a rate considerably exceeding the 5-Year average.

Measuring goal achievement and verification of measures is done by the Washington Office of the National Park Service. All park employees are reminded often to think safety and practice safety as they carry out their work.

IVa6B Employee Safety: Continuation of Pay (COP) Hours – By September 30, 2005, the number of Fort Stanwix National Monument hours of Continuation of Pay will be at or below 46.4.

The result expected for this goal is the reduction of Continuation-of-Pay costs (the costs incurred by the park for injuries or illnesses suffered on-the-job). Continuation-of-Pay hours are the result of employees missing work due to injuries or illnesses.

The 5-Year baseline average of new workers' compensation continuation-of-pay hours for Fort Stanwix National Monument is 46.4. The parks target for FY 2001 and subsequent years during the strategic plan period is to remain at or below the baseline average of 46.4.

Measuring goal achievement and verification of measures is done by the Washington Office of the National Park Service. All park employees are reminded often to think safety and practice safety as they carry out their work.

IVa7 Line-Item Construction – By September 30, 2005, 100% of Fort Stanwix National Monument line-item projects funded by September 30, 2000, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

This goal measures the percent of line-item construction projects that are completed within allocated funds, project schedule, and specific project parameters. It tracks NPS construction performance comparing the appropriated amount to the actual project costs, and projected schedules to actual project completion dates. It also measures the degree of achievement on stated project goals.

The NPS line-item construction program covers historic preservation, rehabilitation, and new construction projects authorized by Congress. Projects have a project agreement or comparable document that provides baseline data, including a funding allotment for each phase of the project and a project completion schedule. Accuracy in estimating the needs and time required to design and to build facilities is also measured. Amendments to project agreements record conditions and influences that modify project parameters. The park superintendent is accountable for ensuring that project decisions meet the goal.

Planning for a new park collections management and educational facility has been underway since FY 1998. A value analysis was completed in 2000. The project will be reviewed by the National Park Service's Development Advisory Board prior to receiving final approvals. It is expected that construction of this facility will begin in FY 2001 and be completed in FY 2002. Work will be preceded by development of a project agreement (PA) or Capital Asset Plan (CAP).

Measuring goal achievement and verification of measures is done by NPS support or regional offices. Projects must be reviewed and approved at several levels within the National Park Service before getting underway, and usually require the authorization of Congress. Projects may also be tracked by the Office of Management and Budget (OMB). The goal is reported to by the park superintendent receiving the line item funds at the completion of construction.

Mission Goal IVb: The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

The National Park Service is pursuing maximum public benefit through contracts, cooperative agreements, fund-raising, and other alternative approaches to support park operations and partnership programs. Partners include non-government organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, tribal and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements. Long-term goals that deal with park management strategies and funding sources carried out in cooperation with other government and non-government organizations and private donors relate to this mission goal.

IVb1 Volunteer Hours – By September 30, 2005, the number of Fort Stanwix National Monument volunteer hours is increased from 18,000 in FY1997 to 22,500 (20% increase).

This goal reports the total number of hours contributed to the servicewide volunteer program. Park volunteers provide diverse kinds of assistance from maintenance and interpretation to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the NPS to accept and use voluntary help in ways mutually beneficial to the parks and the volunteers.

During FY 1999, 115,300 NPS volunteers contributed over 4,233,178 hours of service (a 3% increase over the previous year). This is equivalent to 2,028 full-time positions. Using a nationally accepted private sector value figure of \$14.30 per volunteer hour, the NPS realized a \$60,534,445 return on investment. On average, each volunteer contributes 37 hours towards the bureau's mission.

The park goal is to increase the total number of hours contributed to the park volunteer (VIP) program. Volunteers are the backbone of the park's program. Approximately 18000 volunteer hours were provided to the park in 1997. This number rose to 18967 in 1998 but returned to 1997 levels in 1999 (18060). The park is seeking to increase the number of volunteer hours substantially during Fiscal Year 2000 (the target is 19080 hours) and 2001 (the target is 20,160 hours), and subsequent years.

Measuring goal achievement and verification of measures is done by completing the park VIP report and submitting it as required to National Park Service central offices.

IVb2: Donations and Grants:

IVb2A Donations and Grants: Cash Donations – By September 30, 2005, cash donations to Fort Stanwix National Monument are increased from \$2,500 in 1997 to \$3,530 (41%).

This goal seeks to increase the dollar amount of support received by the park in cash donations and grants from foundations, friends groups, cooperating associations, and other public and private sources. The amount of donations received in 1997 is estimated at \$2500. Donations received in 1998 totaled \$3408. The amount received in 1999 declined to \$249. In FY 2000, donations are expected to be \$2600. The park is seeking to again raise approximately \$3300 in general park donations in Fiscal Year 2001. This figure may be substantially exceeded if major private-sector fund raising gets underway for construction of the planned Marinus Willett Center. Cash donations are expected to increase incrementally during subsequent years in order to reach the expected, targeted level.

These donations do not include services contributed as part of a volunteer program and reported under Goal IVb1.

Measuring goal achievement and verification of measures is done by tracking and reporting all cash donations through the Service's finance system.

IVb2B In-Kind Donations and Grants: Friends Groups & Other Organizations – By September 30, 2005, the cash value of in-kind donations, grants, and services provided Fort Stanwix National Monument by the National Park Foundation, Northern Frontier Project, Inc., and other similar organizations is increased by an amount to be determined.

This goal tracks the value of donations to the park in lieu of cash received from the National Park Foundation and similar friends groups. The value of donations includes products and in-kind services (i.e., donations of vehicles, equipment, supplies, buildings, corporate services, etc.) to park operations and programs. Donations and grants from cooperating associations are not included here (refer to Goal IVb2C).

Fiscal Year 2001 or subsequent fiscal years are the first periods for which donations of this type may be expected.

Measuring goal achievement and verification of measures is done by tracking and reporting all cash donations through the Service's finance system.

IVb2C In-Kind Donations and Grants: Cooperating Associations – By September 30, 2005, the cash value of in-kind donations, grants and services to Fort Stanwix National Monument from Eastern National is increased from \$4,000 in 1997 to \$5,400 [35% increase].

This goal tracks the value of cash and other donations received from cooperating associations.

The total value of donations received by the park in 1997 and 1998 is estimated at \$4000. The amount donated during 1999 improved substantially to \$10072. The park is conservatively estimating that \$4300 in donations will be received during Fiscal Year 2000 and \$5080 during Fiscal Year 2001. The amount of donations is expected to increase in subsequent years until the goal of \$5,400 is reached.

Measuring goal achievement and verification of measures is done by tracking and reporting all cash donations through the Service's finance system.

IVb4 Receipts – By September 30, 2005, the Fort Stanwix National Monument receipts from park entrance, recreation and other fees or reimbursements are reduced from the FY 1997 level of \$14,365 because entrance fees are currently not being collected at the park.

This goal reports the amount of receipts received from all sources. Reimbursements are authorized for special park uses for which permits are required. The park may be reimbursed for administrative costs incurred for special events and other activities. In addition, the Congressionally authorized Recreation Fee Demonstration Program allows the National Park Service to raise existing fees, and to charge new fees for recreational activities.

Receipts and reimbursements for the park totaled \$14365 in 1997. The amount of revenue collected increased to \$15906 in 1998 and declined slightly to \$13103 in 1999. Projections for Fiscal Year 2000 are estimated at \$1484 because the park is discontinuing entrance fee collection during 2000—it has been determined that it is not currently cost-effective to collect such fees. It is not yet known if entrance fees will be collected in FY 2001 and subsequent years. This situation may change if park visitation increases. However, reimbursements for costs incurred as a result of special events, administration of permits and similar activities will continue to be collected.

Measuring goal achievement and verification of measures is done by collecting, recording and reporting all receipts and reimbursements to the appropriate National Park Service accounting office.

IVbX – By September 30, 2005, the number of projects successfully completed by partners under formal agreements that protect the resources and serve the visitors of Fort Stanwix National Monument is increased.

This goal tracks a park's activity with partners in preserving park resources. It measures activity that is done inside the boundaries of the park (this goal contrasts with Goal IIIaX that tracks work with park partners done outside the park). Any type of project covered under a formal agreement should be counted under this goal (such agreements are written statements, agreed to in writing by all parties, that describe the intent and desired goals of the partnership). Agreements do not have to involve the expenditure of funds. This goal counts each project completed in a fiscal year that covers work done with a partner inside the park.

Interim strategies for developing and maintaining local and regional partnerships with government, tourism and heritage preservation organizations are logically covered under this goal. Formalizing these strategies is a major focus of the park's general management planning effort.

Fort Stanwix National Monument has several project agreements under negotiation that may be finalized during the period covered by this strategic plan and related annual performance plan periods. When project agreements are finalized, annual performance targets will be set for this goal.

Measuring goal achievement and verification of measures is done by identifying and tracking the status of agreements and projects done in park under the agreements. The park will report the projected number of projects expected to be completed in a fiscal year and report the number of projects actually completed by the end of each specific fiscal year.

VI. MEASURING RESULTS

Another goal of GPRA is to provide a basis for comparing actual program results with the established performance goals, and describe the means to be used to verify and validate measured values. To this end, as documented in the plan above, goals have appropriate outcomes and performance measures built into them. The projected outcomes and measures provide the ways and means to quantifiably and objectively monitor and measure whether or not we achieved our target number and/or desired condition for various goals. We want our methods to be accurately described, credible and defensible.

We will measure accomplishment of our strategic goals on an annual basis. Goals will be reviewed during quarterly, midterm and end of the fiscal year reviews using established National Park Service procedures. For example, a public survey is used to determine our accomplishments for both Goal IIa1 -- Visitor Satisfaction and Goal IIb1 -- Visitor Understanding. The status of GOAL Ia6 -- Preservation and Protection of Museum Collections, is based on museum condition tracking and checklist procedures. Other goals have similar processes in place to track results. An annual accomplishment report will be prepared that summarizes progress made toward achieving each goal and any needed program course corrections. We will evaluate accomplishments toward achieving our five-year performance targets during each of the five performance years. Depending on the nature of our success in meeting goals, we may have to adjust our strategies accordingly.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

GARY W. WARSHEFSKI

SUPERINTENDENT

CRAIG W. DAVIS

CHIEF OF RESOURCES MANAGEMENT

MICHAEL KUSCH

CHIEF OF VISITOR SERVICES

LEIGH ANN MEDICK

ADMINISTRATIVE OFFICER

JACK VEAZY

FACILITY MANAGER

AND

OTHER STAFF AND VOLUNTEERS OF FORT STANWIX NATIONAL MONUMENT

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our general management and strategic plans; they are shown below. All comments were carefully considered. Comments received during the consultation process encouraged us in planning for the enhanced preservation of our cultural resources and development of improved interpretive programs. We did adjust our performance targets on several goals to reflect concerns expressed during the planning process and during assessments of visitor satisfaction with our programs and facilities. However, given our current funding levels and competing priorities, we were not able to develop new interpretive programs for IIb1 at this time. NPS also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS Strategic Plan.

Members of the general public were consulted at several park general management planning meetings during which GPRA was introduced and the planned direction and vision for the park was introduced and discussed. Public input was provided that was central and germane to the development of the general management plan and this strategic plan. Consultations have also taken place concerning our mission and goals with the Oneida Indian Nation and other Iroquois tribes, the Rome Chamber of Commerce, the New York State Historic Preservation Officer, the Director of New York State Parks – Central, and other interested parties.

IX. BIBLIOGRAPHY

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APPENDIX: BROCHURE FOR FORT STANWIX NATIONAL MONUMENT